

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 08/17)

Fiscal Year 2018-19	Business Unit 0840	Department State Controller's Office	Priority No. 2
Budget Request Name 0840-001-BCP-2018-GB		Program 0500-STATE CONTROLLER'S OFFICE	Subprogram 0500100; 0500500; 9900100

Budget Request Description
SCO FI\$Cal Implementation

Budget Request Summary

The State Controller's Office (SCO) requests the following to fund workload critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments. Approval of this request will support:

- 2017-18: 8.0 positions and \$1,215,000 in GF
- 2018-19: 30.0 positions and \$5,427,000 (\$3,093,000 GF and \$2,334,000 CSCRF)
- 2019-20: 49.0 positions and \$7,483,000 (\$4,266,000 GF and \$3,217,000 CSCRF)
- 2020-21: 49.0 positions and \$7,475,000 (\$4,261,000 GF and \$3,214,000 CSCRF)
- 2021-22: 47.0 positions and \$7,197,000 (\$4,102,000 GF and \$3,095,000 CSCRF)

Additionally, the following resource requests are included within this document but will require DOF approval in subsequent years and through baseline budget adjustments:

- 2022-23: 47.0 positions and \$7,197,000 (\$5,636,000 GF, \$4,252,000 CSCRF and -\$2,691,000 Reimbursements)
- 2023-24: 41.0 positions and \$6,440,000 (\$5,205,000 GF, \$3,926,000 CSCRF, and -\$2,691,000 Reimbursements)
- 2024-25 and Ongoing: 41.0 positions and \$5,006,000 (\$4,388,000 GF, \$3,309,000 CSCRF, and -\$2,691,000 Reimbursements)

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO Todd Boltjes, Chief Information Systems Division	Date

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. 8860-30 Project Approval Document: SPR7 Approval Date: TBD

If proposal affects another department, does other department concur with proposal? ☐ Yes ☐ No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By Cathy Leal, PBE FI\$Cal Project	Date	Reviewed By Jennifer Chavez, Chief Admin and Disb. Division	Date
Department Director Tom Yowell Chief Administrative Officer	Date	Agency Secretary George Lolas Chief Operating Officer	Date

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☐ ITCU ☐ FSCU ☐ OSAE ☐ CALSTARS ☐ Dept. of Technology

PPBA Original Signed By: Carla Castañeda	Date submitted to the Legislature 1-10-2018
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BCP Fiscal Detail Sheet

BCP Title: SCO FI\$Cal Implementation

BR Name: 0840-001-BCP-2018-GB

Budget Request Summary

	FY18					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Personal Services						
Positions - Permanent	0.0	24.0	41.0	41.0	41.0	0.0
Total Positions	0.0	24.0	41.0	41.0	41.0	0.0
Salaries and Wages						
Earnings - Permanent	0	1,924	3,010	3,010	3,010	0
Earnings - Temporary Help	0	457	625	625	457	0
Total Salaries and Wages	\$0	\$2,381	\$3,635	\$3,635	\$3,467	\$0
Total Staff Benefits	0	1,319	2,010	2,010	1,917	0
Total Personal Services	\$0	\$3,700	\$5,645	\$5,645	\$5,384	\$0
Operating Expenses and Equipment						
5301 - General Expense	0	94	106	98	94	0
5304 - Communications	0	30	49	49	47	0
5322 - Training	0	47	49	49	47	0
5340 - Consulting and Professional Services - External	0	1,434	1,434	1,434	1,434	0
5346 - Information Technology	0	122	200	200	191	0
Total Operating Expenses and Equipment	\$0	\$1,727	\$1,838	\$1,830	\$1,813	\$0
Total Budget Request	\$0	\$5,427	\$7,483	\$7,475	\$7,197	\$0

Fund Summary

Fund Source - State Operations						
0001 - General Fund	0	3,093	4,266	4,261	4,102	0
9740 - Central Service Cost Recovery Fund	0	2,334	3,217	3,214	3,095	0
Total State Operations Expenditures	\$0	\$5,427	\$7,483	\$7,475	\$7,197	\$0
Total All Funds	\$0	\$5,427	\$7,483	\$7,475	\$7,197	\$0

Program Summary

Program Funding						
0500100 - Accounting and Reporting	0	5,343	7,399	7,391	7,113	0
0500500 - Disbursements	0	84	84	84	84	0
9900100 - Administration	0	1,736	2,762	2,762	2,484	0
9900200 - Administration - Distributed	0	-1,736	-2,762	-2,762	-2,484	0

Total All Programs

\$0

\$5,427

\$7,483

\$7,475

\$7,197

\$0

Personal Services Details

Positions	Salary Information			<u>CY</u>	<u>BY</u>	<u>BY+1</u>	<u>BY+2</u>	<u>BY+3</u>	<u>BY+4</u>
	Min	Mid	Max						
1312 - Staff Info Sys Analyst (Spec) (Eff. 07-01-2019)				0.0	0.0	4.0	4.0	4.0	0.0
1337 - Sr Info Sys Analyst (Spec) (Eff. 07-01-2019)				0.0	0.0	2.0	2.0	1.0	0.0
1581 - Staff Programmer Analyst (Spec) (Eff. 07-01-2019)				0.0	0.0	2.0	2.0	2.0	0.0
1583 - Sr Programmer Analyst (Spec) (Eff. 07-01-2017)				0.0	1.0	1.0	1.0	1.0	0.0
1583 - Sr Programmer Analyst (Spec) (Eff. 07-01-2018)				0.0	1.0	1.0	1.0	1.0	0.0
1583 - Sr Programmer Analyst (Spec) (Eff. 07-01-2019)				0.0	0.0	1.0	1.0	0.0	0.0
4191 - Financial Accountant I (Eff. 07-01-2017)				0.0	3.0	3.0	3.0	3.0	0.0
4191 - Financial Accountant I (Eff. 07-01-2018)				0.0	7.0	7.0	7.0	7.0	0.0
4192 - Financial Accountant II (Eff. 07-01-2017)				0.0	1.0	1.0	1.0	1.0	0.0
4192 - Financial Accountant II (Eff. 07-01-2018)				0.0	2.0	2.0	2.0	2.0	0.0
4193 - Financial Accountant III (Eff. 07-01-2018)				0.0	3.0	3.0	3.0	3.0	0.0
4194 - Financial Accountant IV (Eff. 07-01-2018)				0.0	1.0	1.0	1.0	1.0	0.0
4582 - Accounting Analyst (Eff. 07-01-2018)				0.0	3.0	3.0	3.0	3.0	0.0
4588 - Assoc Accounting Analyst (Eff. 07-01-2017)				0.0	3.0	3.0	3.0	3.0	0.0
4588 - Assoc Accounting Analyst (Eff. 07-01-2018)				0.0	3.0	3.0	3.0	3.0	0.0
4800 - Staff Svcs Mgr I (Eff. 07-01-2019)				0.0	0.0	1.0	1.0	1.0	0.0
5157 - Staff Svcs Analyst (Gen) (Eff. 07-01-2018)				0.0	1.0	1.0	1.0	1.0	0.0
5157 - Staff Svcs Analyst (Gen) (Eff. 07-01-2019)				0.0	0.0	7.0	7.0	7.0	0.0
5302 - Sr Adm Analyst - Accounting Sys (Eff. 07-01-2018)				0.0	1.0	1.0	1.0	1.0	0.0

5393 -	Assoc Govtl Program Analyst (Eff. 07-01-2019)				0.0	0.0	2.0	2.0	2.0	0.0
VR00 -	Various				0.0	-6.0	-8.0	-8.0	-6.0	0.0
Total Positions					0.0	24.0	41.0	41.0	41.0	0.0
Salaries and Wages		CY	BY	BY+1	BY+2	BY+3	BY+4			
1312 -	Staff Info Sys Analyst (Spec) (Eff. 07-01-2019)	0	0	305	305	305		0		
1337 -	Sr Info Sys Analyst (Spec) (Eff. 07-01-2019)	0	0	168	168	84		0		
1581 -	Staff Programmer Analyst (Spec) (Eff. 07-01-2019)	0	0	153	153	153		0		
1583 -	Sr Programmer Analyst (Spec) (Eff. 07-01-2017)	0	84	84	84	84		0		
1583 -	Sr Programmer Analyst (Spec) (Eff. 07-01-2018)	0	84	84	84	84		0		
1583 -	Sr Programmer Analyst (Spec) (Eff. 07-01-2019)	0	0	84	84	0		0		
4191 -	Financial Accountant I (Eff. 07-01-2017)	0	241	241	241	241		0		
4191 -	Financial Accountant I (Eff. 07-01-2018)	0	562	562	562	562		0		
4192 -	Financial Accountant II (Eff. 07-01-2017)	0	92	92	92	92		0		
4192 -	Financial Accountant II (Eff. 07-01-2018)	0	185	185	185	185		0		
4193 -	Financial Accountant III (Eff. 07-01-2018)	0	321	321	321	321		0		
4194 -	Financial Accountant IV (Eff. 07-01-2018)	0	118	118	118	118		0		
4582 -	Accounting Analyst (Eff. 07-01-2018)	0	155	155	155	155		0		
4588 -	Assoc Accounting Analyst (Eff. 07-01-2017)	0	204	204	204	204		0		
4588 -	Assoc Accounting Analyst (Eff. 07-01-2018)	0	203	203	203	203		0		
4800 -	Staff Svcs Mgr I (Eff. 07-01-2019)	0	0	77	77	77		0		
5157 -	Staff Svcs Analyst (Gen) (Eff. 07-01-2018)	0	48	48	48	48		0		
5157 -	Staff Svcs Analyst (Gen) (Eff. 07-01-2019)	0	0	338	338	338		0		
5302 -	Sr Adm Analyst - Accounting Sys (Eff. 07-01-2018)	0	84	84	84	84		0		

5393 - Assoc Govtl Program Analyst (Eff. 07-01-2019)	0	0	129	129	129	0
VR00 - Various	0	0	0	0	0	0
Total Salaries and Wages	\$0	\$2,381	\$3,635	\$3,635	\$3,467	\$0
Staff Benefits						
5150900 - Staff Benefits - Other	0	1,319	2,010	2,010	1,917	0
Total Staff Benefits	\$0	\$1,319	\$2,010	\$2,010	\$1,917	\$0
Total Personal Services	\$0	\$3,700	\$5,645	\$5,645	\$5,384	\$0

POV	
Year	FY18
Department	0840
House	GB Working
BR Name	0840-001-BCP-2018-GB
Run Time	12/27/2017 02:09:40 PM
Last Data Refresh	12/27/2017, 12:05 PM

A. Budget Request Summary

The State Controller's Office (SCO) requests the following resources to fund positions critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments. Approval of this request will support:

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Additionally, the following resource requests are included within this document but will require DOF approval in subsequent years and through baseline budget adjustments:

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Due to the implementation of the Integrated Solution and delay of the SCO and State Treasurer's Office (STO) (previously Release 17) release, the conversion requires effort originally planned for 2017-18 to go through 2019-20. Approval of these resources will ensure the SCO continues to fulfill its obligations and responsibilities related to the Integrated Solution and completion of the End State release.

B. Background/History

The State Controller is the Chief Fiscal Officer of California, the sixth largest economy in the world. The SCO provides sound fiscal controls and independent oversight of more than \$100 billion in annual receipts and disbursements of public funds. This includes, but is not limited to, accounting for and controlling the disbursements of state funds; determining the legality and accuracy of every claim against the state, issuing warrants in payment of the State's bills and reporting on the fiscal condition of the State.

The SCO, in partnership with the Department of Finance (DOF), the STO, and the Department of General Services (DGS), and the Department of FI\$Cal, is engaged in a collaborative effort to develop, implement, utilize and maintain an integrated financial management system. The FI\$Cal system is a custom off-the-shelf Enterprise Resource Planning (ERP) tool, which is re-engineering the State's business processes and encompasses the management of resources and dollars in the areas of budgeting, accounting, procurement, cash management, financial management, financial reporting, cost accounting, asset management, project accounting, grant management and human resources management. Within these areas, the partner agencies maintain ownership of their respective business processes related to their constitutional and statutory responsibilities.

The FI\$Cal system is being implemented by departments in releases (formally waves). Most recently, a two-phase deployment was introduced for the BOR, where the SCO will implement an interim Integrated Solution. Once the SCO determines that FI\$Cal can be relied on for all its critical functions, the SCO will transition to an End State Solution. At that time the BOR will be transitioned to the FI\$Cal system.

The Integrated Solution will utilize the agile approach under which sprint teams focus on specific tasks in a rapid, flexible and adaptive environment. The principal objective of the Integrated Solution is to have one point of entry, either in the FI\$Cal system or Legacy system, for all of the State's accounting events. Once recorded in one system (either FI\$Cal or Legacy), accounting events will be interfaced to the other system. This allows the two systems to be compared and validated while the Legacy system continues to be the BOR for the

Analysis of Problem

SCO's critical cash basis functions and responsibilities. This also allows for the most complex processes of the SCO to be fully vetted before implementation at End State. At End State, most of the interfaces will be retired and FI\$Cal will become the State's BOR.

During each phase of deployment, the SCO control functionality is critical. This transition must occur without disruption to the State's financial and reporting obligations. The workload identified in this proposal is intended to provide support for the various Divisions within the SCO. Previously the workload and support needed for each wave or release was provided by the FI\$Cal project (the Project) or the FI\$Cal Service Center (FSC). However in this release the FSC cannot perform SCO specific statewide control functions. These must be performed by SCO subject matter experts (SME's) using SCO only FI\$Cal roles. No previous implementation wave/release has held this level of risk to the State.

The delay of the BOR conversion and the implementation of the Integrated Solution requires the workload associated originally with the 2017 release to be continued into the 2017-18 through 2024-25 and ongoing (please see Attachment I for the proposed Integrated Solution and End State Timeline).

Resource History
(Dollars in thousands)

Program Budget	2012-13	2013-14	2014-15	2015-16	2016-17
Authorized Expenditures ¹	\$7,049	\$7,114	\$7,049	\$7,279	\$7,490
Actual Expenditures ²	\$4,771	\$6,437	\$9,400	\$10,691	\$10,234
Revenues	-	-	-	-	-
Authorized Positions	43.0	43.0	41.0	41.0	41.0
Filled Positions ³	36.1	48.8	71.2	106.9	102.3
Vacancies	1.7	(7.8)	(30.2)	(65.9)	(48.3)

¹ Authorized Expenditures include amounts provided through Budget Change Proposals as well as other adjustments (Retirement, Employee Compensation, etc.).

² Actual Expenditures include amounts reimbursed by FI\$Cal.

³ Filled Positions based on PY equivalent of \$100k per PY.

C. State Level Considerations

The State Controller is responsible for transparency and accountability of the state's financial resources, the Controller ensures the appropriate disbursement and tracking of taxpayer dollars. The Controller serves on dozens of state boards, commissions, and committees with duties ranging from administrative oversight of the nation's two largest public pension funds, to protection of state lands and coastlines, to modernization and financing of major infrastructure. The Controller also offers fiscal guidance to local governments and has independent auditing authority over all government agencies that spend state funds. The Controller's primary objectives are to:

- Maintain the state's official accounting Book of Record.
- Inform the Public of the state's financial condition.
- Account for and control disbursement of all state funds, issuing warrants in payment of the state's bills including lottery prizes and unclaimed property.
- Determine legality and accuracy of financial claims against the state.
- Audit state and local government programs.
- Safeguard many types of assets until claimed by the rightful owners, in accordance with the Unclaimed Property Law.
- Inform the public of financial transactions of city, county, and other local governments.
- Administer the Uniform State Payroll System.
- Audit and process all personnel and payroll transactions for state civil service, state exempt employees, state university employees, and college system employees.

Five of the nine bullet points above (excerpted from the SCO section of the Governor's Budget) will be significantly impacted by the FI\$Cal system. Failure to fulfill these objectives, even for a short period of time,

will have a long-lasting detrimental impact on the State of California, and will prevent other state departments from successfully operating in FI\$Cal.

As a partner agency of FI\$Cal, the SCO shares the joint vision of a successfully implemented FI\$Cal system. The additional resources outlined in this proposal will enable the SCO to implement the SCO and STO release successfully and provide the state departments and its citizens with, at a minimum, the level of service provided in the past. The requested resources are in direct support of the SCO component of the SCO and STO release. Due to the SCO's commitment to the success of FI\$Cal beyond implementation, this request is necessary to meet the legislative goals of FI\$Cal pursuant to GC 11854.

D. Justification

The SCO is requesting the following resources to allow the SCO to transition the BOR from the Legacy system to the FI\$Cal system, and bring the SCO's control agency responsibilities for the accounting BOR over to FI\$Cal as part of the Integrated Solution and End State release. The Integrated Solution and the End State release will have critical bearing and a significant impact on the SCO's ability to maintain and support existing clients and functionality. The workload and associated resources requested are based on the proposed Integrated Solution and the revised timeline for the End State release (please see Attachment I). Approval of the requested resources is critical for the SCO's continued support of a successful deployment.

SCO FI\$Cal

SCO FI\$Cal is requesting the following resources to support both the Integrated and End-State solutions, and ultimately, will be redirected to support ongoing Maintenance & Operation.

- 2017-18: 5.0 limited-term positions and \$541,000 reimbursements – *this will be funded through the FI\$Cal Interagency Agreement*. 41.0 positions and \$7,893,000 reimbursements is permanently authorized for the SCO.
- 2018-19 through 2021-22: 5.0 limited-term positions and \$734,000 reimbursements – *this will be funded through the FI\$Cal Interagency Agreement*. 41.0 positions and \$7,893,000 reimbursements is permanently authorized for the SCO.
- 2022-23: 2.0 positions and \$298,000 reimbursements – *this will be funded through the FI\$Cal Interagency Agreement*. Out of the 41.0 permanently authorized positions, 30.0 positions and \$5,202,000 reimbursements are needed, therefore, \$2,691,000 reimbursements is requested to be shifted to GF/CSCRF to provide direct funding in support of the remaining 11.0 positions and which will provide ongoing maintenance and operations to the FI\$Cal system.
- 2023-24 and ongoing: Out of the 41.0 permanently authorized positions, 30.0 positions and \$5,202,000 reimbursements are needed, therefore, \$2,691,000 reimbursements is requested to be shifted to GF/CSCRF for the remaining 11.0 positions.

This two-fold approach for implementing the BOR has resulted in the need to retain the 41.0 permanent positions for three years beyond what the Special Project Report (SPR) 6 has anticipated. Additionally, there is an immediate unfunded need to retain key subject matter experts on the Project to implement the Integrated and End-State Solutions. These positions are essential to the success of the Integrated and End-State solutions as well as the continuing maintenance and support of the FI\$Cal system, which will require a continued SCO presence to ensure that the SCO's constitutional control agency functions are in place as they pertain to the operation and management of the FI\$Cal system.

Vendor Management Group

The Vendor Management Group (VMG) is requesting the following positions to provide continued support to the FI\$Cal Vendor Management File (VMF).

- 2019-20: 11.0 positions and \$1,058,000 (\$604,000 GF and \$454,000 CSCRF).
- 2020-21 and ongoing: 11.0 positions and \$1,050,000 (\$599,000 GF and \$451,000 CSCRF).

Analysis of Problem

The SCO is requesting 11.0 permanent positions, beginning in 2019-20, to provide continued support to the FI\$Cal VMF. The workload volume associated with the VMF, which the SCO assumed responsibility for in 2015, has been significantly higher than was initially estimated. The table below illustrates that the weighted average difference for 2016-17 was 74.4%, and that to date 2017-18 is considerably higher as well.

Permanent support of the VMF, at a reasonable level, is vital to end users abilities to use the FI\$Cal system. Departments rely on the VMG for same day adds and updates to vendor records and timely resolution of vendor related system incidents. The work performed by the VMG is the cornerstone to all other modules functionality, including but not limited to:

- Purchasing – The Contracting and Procurement functionality in FI\$Cal requires the chosen provider of services or goods to be in the VMF in order to be able to create contracts and purchase orders, to document purchase agreements and substantiate payments.
- Accounts Payable – Invoices presented to departments for payment against contracts and purchase orders can only be successfully processed if the vendor record is accurate, and matches the procurement documentation.
- The SCO Division of Audits reviews and approves vouchers created in the Accounts Payable module as part of the SCO's constitutional responsibilities.
- Asset Accounting – Asset purchases are documented in contracts or purchase orders, which rely on approved vendor records.
- Commitment Control, Cash Management and General Ledger – All of the modules listed above, which rely on the VMF to create their transactions, feed data to the Commitment Control, Cash Management and General Ledger modules.
- The SCO State Accounting and Reporting Division (SARD) will rely on the data in the FI\$Cal General Ledger to be accurate and complete to produce the Comprehensive Annual Financial Report, and budgetary legal reports required by law.

Workload Estimates vs. Actuals						
Workload Measure	2016-17			2017-18		
	2016-17 Estimate per 2017-18 BCP	2016-17 Actuals	2016-17 Rate of Variance	2017-18 Estimate per 2017-18 BCP¹	2017-18 Actuals²	2017-18 Rate of Variance
Analyze and provide technical support and assistance for the VMF, including add, edit or delete vendor records	23,043	41,255	79.0%	10,888	19,109	75.5%
Servicing vendor records for SCPRS purposes for deferred and exempt departments	7,972	14,274	79.1%	3,767	6,612	75.5%
Research and resolve issues and inquiries from vendors, bidders and department end-users	969	816	-15.8%	509	392	-22.9%
Issuance of IRS 1099 Forms ³	963	1,119	16.2%	TBD	TBD	N/A
Totals	32,947	57,464	74.4%	15,163	26,113	72.2%

¹ Estimate from July 2017 through November 2017

² July 1, 2017 through November 30, 2017

³ 1099 process is an annual process, therefore, no monthly comparison is available for 2017-18.

State Accounting and Reporting Division

In order for Go Live to be successful it is critical to have adequate staffing with the appropriate skillsets and knowledge. Currently the Integrated Solution includes 19 new interfaces, 57 extensions, 86 reports and 25

reconciliations that have been identified and will require development and testing prior to Go Live. However, these figures may change as new features (such as ODMFs) have been included. Most of the interfaces will be retired for the End State release but new SCO control functions will need to be built and tested for the new release.

The responsibilities for BFIT/Other SARD Units include, but are not limited to the following:

- Collaborating with Project staff to analyze and map business processes to FI\$Cal;
- Reviewing product features;
- Generating FI\$Cal configurations to properly transact accounting entries;
- Identifying test scenarios to ensure all critical processes have been thoroughly vetted;
- Staging data, performing tests, analyzing and documenting test results;
- Extracting BOR data from Legacy to be converted into FI\$Cal, and validating BOR balances have been properly loaded into FI\$Cal;
- Validating FI\$Cal trees to ensure financial data is properly summarized and classified for financial reporting;
- Developing, implementing, and performing reconciliations to ensure that FI\$Cal and Legacy are in-sync; and,
- Training SARD staff in the new FI\$Cal processes including cash management, general journal transaction posting, Budget Act and appropriation control, bond accounting and deal management recording, and loan recording.

In addition to the Go Live, resources are needed for continued participation in the End State development and testing for items not included in the Integrated Solution including published financial reports, daily General Fund cash borrowing, feeder fund allocations, investment accounting, PMIA allocations and Statement of Cash Accountability reconciliations.

Bureau of FI\$Cal Implementation & Transition

The SARD, Bureau of FI\$Cal Implementation & Transition (BFIT) is requesting the following resources to bring the SCO's control agency responsibilities for the accounting BOR over to FI\$Cal as part of the Integrated Solution and End State release.

- 2018-19 and ongoing: 9.0 positions and \$1,402,000 (\$799,000 GF and \$603,000 CSCRF).

Other SARD Units

The other SARD Units are requesting the following resources to bring the SCO's control agency responsibilities for the accounting BOR over to FI\$Cal as part of the Integrated Solution and End State release.

- 2017-18: 14.0 positions and \$834,000 in GF.
- 2018-19: 18.0 positions and \$2,205,000 (\$1,257,000 GF and \$948,000 CSCRF).
- 2019-20 through 2022-23: 18.0 positions and \$2,177,000 (\$1,240,000 GF and \$937,000 CSCRF).
- 2023-24 and ongoing: 12.0 positions and \$1,420,000 (\$809,000 GF and \$ 611,000 CSCRF).

Information Systems Division

The Information Systems Division (ISD) is requesting the following resources to directly support the FI\$Cal project and implementation of the FI\$Cal Integrated Solution.

- 2017-18: 2.0 positions and \$381,000 in GF
- 2018-19: 2.0 positions and \$1,736,000 (\$989,000 GF and \$747,000 CSCRF).
- 2019-20 through 2020-21: 10.0 positions and \$2,762,000 (\$1,575,000 GF and \$1,187,000 CSCRF).
- 2021-22 through 2023-24: 8.0 positions and \$2,484,000 (\$1,416,000 GF and \$1,068,000 CSCRF).
- 2024-25 and ongoing: 8.0 positions and \$1,050,000 (\$599,000 GF and \$451,000 CSCRF).

The SCO is requesting the continuation of the business analysis, application development, testing, information security and production operations positions requested in the SCO FI\$Cal Systems Support BCP that are slated to end in 2018-19. These positions will assist with the development of the 19 new FI\$Cal Integrated

Analysis of Problem

Solution interfaces, as well as, determining whether any of the 9 previously developed interfaces can be reused or will need to be retired.

These resources are also intended to permanently support the maintenance and operations of the FI\$Cal Project beyond implementation as well as provide resources to support the decommissioning of the SCO's legacy systems which will be retired after the SCO's BOR and the remaining departments are successfully implemented in FI\$Cal.

The FI\$Cal Integrated Solution will have a critical bearing and impact on the SCO's ability to maintain and support the existing financial systems, and to build and implement the required functionality for the FI\$Cal system, including the Integrated Solution, through full FI\$Cal implementation. The workload to create and test 19 new interfaces with the FI\$Cal system is significant. The FI\$Cal Integrated Solution will share SCO's accounting BOR data from the SCO legacy fiscal system with FI\$Cal while continuing to maintain the payments out of the SCO Legacy systems. As a result, the SCO must develop and fully test changes to both the existing SCO legacy fiscal system and the FI\$Cal system. Full FI\$Cal implementation will replace some SCO legacy systems (Legacy Fiscal and related subsystems, Treasury Trust and Warrant Reconciliation ([BankRec])). The workload effort to plan, test, and implement the retirement of these legacy systems is significant and the SCO existing legacy support staff are unable to absorb this workload.

In order to properly implement the Integrated Solution's 19 new interfaces, the SCO must perform the following:

- Review and provide feedback on functional and technical specification documents. This requires the following for each interface:
 - Review of functional and technical documentation to analyze design, perform security assessment, assess maintainability of design, and identify operational impacts of proposed changes.
 - Review record layouts, processing procedures, and process flows.
 - Identify production operations requirements.
 - Develop/test Job Control Language (JCL) instructions.
- Design and implement new interface information security protocols, processes and procedures to facilitate the exchange of essential data between the SCO mainframe systems and FI\$Cal.
- Provide direction/consultation to the SCO FI\$Cal team and other department business and technical areas as to how the new interfaces or processes impact existing operations.
- Code and develop the SCO FI\$Cal interfaces.
- Test both SCO Legacy systems and FI\$Cal interfaces.
- Make modifications within the SCO Production environment; which includes implementing and executing the new interfaces into the SCO's production processing stream.
- Design and implement new interface information security protocols, processes and procedures to facilitate the exchange of essential data between the SCO mainframe systems and FI\$Cal.

Post implementation the SCO will be required to:

- Decommission interfaces no longer needed after SCO's BOR implementation.
- Support ongoing maintenance and operations of the remaining legacy systems as well as support any interfaces between those systems and FI\$Cal.
- Continue to support retroactive or historical processing, ensuring records/files are maintained for potential Audits (i.e., CSA or IRS), as well as recovered in the event of a disaster.
- After full FI\$Cal implementation, the SCO's application development, business analysis, information security and production operations staff will work with the SCO business divisions to retire legacy systems, programs or processes no longer needed. These activities would include operational shutdown, mainframe decommissioning, and records/files retention management.

The SCO does not have the capacity, nor the resources, to perform the technical workload identified for the FI\$Cal integration solution. The increased technical workload exists in the areas of application development and testing, business analysis, information security, and production operations. The department also has insufficient resources to support the ongoing workload for SCO FI\$Cal interfaces after full FI\$Cal implementation, or the decommissioning activities required after full implementation.

Disbursements

Disbursements (DISB) is requesting the following resource to be the liaison between FI\$Cal and Disbursements in the development of system requirements, review system modifications and warrant and EFT print file testing.

- 2018-19 and ongoing: 1.0 position and \$84,000 (\$48,000 GF and \$36,000 CSCRF).

The position will provide approval for vouchers, name and address changes for replacements and warrant status changes and present issues and findings to management by oral or written reports. The SSA will develop and write Disbursements' procedures and make recommendations for modifications and assist with the development of documentation necessary to address staff and equipment requirements. In addition, the SSA will provide ongoing training and support in Post Issuance processes as agencies migrate to the FI\$Cal system and handle the most complex research tasks related to ongoing production in the PIU, which include error resolution and special processing.

Please refer to Attachment II for additional information related to the anticipated workload and positions being requested.

E. Outcomes and Accountability

Approval of this proposal will provide the SCO with the necessary resources to support the successful transition of the State's accounting BOR from the Legacy system to the FI\$Cal system during the Integrated Solution and the SCO and STO release and provide support to FI\$Cal Departments. It will allow this transition to occur without disruption to the State's critical financial operations, and will allow existing SCO staff to continue to perform their primary daily activities during the Integrated Solution and SCO and STO release. This will help to ensure the State's accounting BOR is successfully transferred to the FI\$Cal system and fully operational.

Please see Attachment I for the Integrated Solution and End State Timeline.

F. Analysis of All Feasible Alternatives

Alternative 1: Provide the SCO with the following resources to fund positions critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments. Approval of this request will support:

- 2017-18: 8.0 positions and \$1,215,000 in GF
- 2018-19: 30.0 positions and \$5,427,000 (\$3,093,000 GF and \$2,334,000 CSCRF)
- 2019-20: 49.0 positions and \$7,483,000 (\$4,266,000 GF and \$3,217,000 CSCRF)
- 2020-21: 49.0 positions and \$7,475,000 (\$4,261,000 GF and \$3,214,000 CSCRF)
- 2021-22: 47.0 positions and \$7,197,000 (\$4,102,000 GF and \$3,095,000 CSCRF)

Additionally, the following resource requests are included within this document but will require DOF approval in subsequent years and through baseline budget adjustments:

- 2022-23: 47.0 positions and \$7,197,000 (\$5,636,000 GF, \$4,252,000 CSCRF and -\$2,691,000 Reimbursements)
- 2023-24: 41.0 positions and \$6,440,000 (\$5,205,000 GF, \$3,926,000 CSCRF, and -\$2,691,000 Reimbursements)
- 2024-25 and Ongoing: 41.0 positions and \$5,006,000 (\$4,388,000 GF, \$3,309,000 CSCRF, and -\$2,691,000 Reimbursements)

Due to the implementation of the Integrated Solution and delay of the SCO and State Treasurer's Office (STO) (previously Release 17) release, the conversion requires effort originally planned for 2017-18 to go through

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2019-20. Approval of these resources will ensure the SCO continues to fulfill its obligations and responsibilities related to the Integrated Solution and completion of the End State release.

Pros:

- Provides adequate support for the SCO implementation of control agency release functionality.
- Ensures the SCO can perform all functions related to the oversight and accountability of state disbursements and receipts for current and prior years; consistent and accurate recording and reporting of the state's financial condition.
- Ensures consistent and accurate recording of financial transactions and reporting of the State's financial condition.
- Enables the SCO to respond to the FI\$Cal Project regarding late functionality or functionality that is not implemented properly.
- Minimizes the potential for adverse impacts to the state's bond rating.
- Provides resources to complete the documentation of the system after implementation.

Cons:

- Requires temporary and permanent resources to fund this request.

Alternative 2: Do not provide the SCO with the additional resources to fund positions critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments.

Pros:

- No increased cost to the General Fund.

Cons:

- Risks the SCO's ability to record and report on the state's financial condition.
- Inadequate resources to properly complete the documentation of critical procedures.
- Inability to respond to the project regarding late functionality or functionality that was not implemented properly.
- Potential for the misrepresentation or material misstatement of the state's financial condition.
- Potential adverse impact to the state's bond rating and increased borrowing costs.
- Risk of releasing unauthorized payments.

G. Implementation Plan

Timeframe	Activities/Outcome
July 1, 2017 – June 30, 2019	Build and test the Integrated Solution.
July 1, 2019 – June 30, 2021	Run Integrated Solution (Legacy is BOR) ¹ and Complete End-State (BOR) Solution ² .
July 1, 2021 – Ongoing	FI\$Cal Becomes BOR - Enter M&O
July 1, 2022 – June 30, 2024	Decommission Legacy Systems

¹ Comparison to test and data between Legacy and FI\$Cal will occur using 2019-20 data in July 2020. In March of 2021, the 2019/20 data within the FI\$Cal system will be used to produce a CAFR, and if it comports with the data from the Legacy CAFR, FI\$Cal will become the BOR July 1, 2021 forward.

² Completion of build, test, and all implementation activities to establish the SCO Accounting Book of Record in FI\$Cal.

H. Supplemental Information

The SCO is requesting the following supplemental funding to support the requested resources:

- 2017-18: \$250,000 for a contract for Project Management Services.
- 2018-19: \$1,483,000 for desktop PC, laptops, monitors and standard software/licenses, training above the standard complement, specialized software and a contract for Project Management Services.

- 2019-20: \$1,445,000 for desktop PC, monitors and standard software/licenses, training above the standard complement, in-state travel, specialized software, and a contract for Project Management Services.
- 2020-21 through 2023-24: \$1,437,000 for specialized software and a contract for Project Management Services.
- 2024-25 and ongoing: \$3,000 for specialized software.

I. Recommendation

Approve Alternative 1 and provide the SCO with the following resources to fund positions critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments. Approval of this request will support:

- 2017-18: 8.0 positions and \$1,215,000 in GF
- 2018-19: 30.0 positions and \$5,427,000 (\$3,093,000 GF and \$2,334,000 CSCRF)
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Additionally, the following resource requests are included within this document but will require DOF approval in subsequent years and through baseline budget adjustments:

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Due to the implementation of the Integrated Solution and delay of the SCO and State Treasurer's Office (STO) (previously Release 17) release, the conversion requires effort originally planned for 2017-18 to go through 2019-20. Approval of these resources will ensure the SCO continues to fulfill its obligations and responsibilities related to the Integrated Solution and completion of the End State release.

[illegible]

Workload Description - State Accounting and Reporting Division	2017-18				2018-19				2019-20				2020-21				2021-22				2022-23				2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Classification: Financial Accountant IV (BFIT)																																
Major responsibility: This position is required to direct and lead the Bureau of FiSCal Implementation and Transition (BFIT) in SCO SARD. Although originally envisioned to bring the Book of Record in Wave 3 (now R17) from the Legacy system to FiSCal, the responsibilities have been expanded to represent SARD on all waves of implementation including bring the deferred, exempt and future departments onto FiSCal. This includes departments and SARD's year end financial statements, interfaces, conversions and reports (including design, build and test), business process re-engineering and training of both SARD and State staff. This position handles, and will continue to handle, the oversight and review of new policies, procedures, daily processes, and training that will be required to successfully transition both SARD and State staff into the new FiSCal system. The position also serves as subject matter experts (SME) and super-user of the new system. In addition this position, along with the other BFIT staff, will continue to act as liaisons between SARD home staff and FiSCal, communicating project status, identifying risks and issues, reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and completing project tasks. > Develop and provide system and business process training for division staff. > Provide support and address the most complex questions from other Bureaus in the Division regarding FiSCal functionality.	-	-	-	-	10	40	400	0.2	10	40	400	0.2	6	40	240	0.1	6	40	240	0.1	10	40	400	0.2	10	40	400	0.2	10	40	400	0.2
> Work with Staff and other Partner agencies to resolve the most complex defects.	-	-	-	-	20	5	100	0.1	20	5	100	0.1	20	5	100	0.1	20	5	100	0.1	20	5	100	0.1	20	5	100	0.1	20	5	100	0.1
> Participate in the planning and decide on the success of interface testing and reports designed to reduce impact to deferred and exempt departments.	-	-	-	-	25	10	250	0.1	25	10	250	0.1	25	10	250	0.1	25	10	250	0.1	25	10	250	0.1	25	10	250	0.1	25	10	250	0.1
> Conduct and/or attend meetings with impacted units, sections, and divisions in SCO. Perform duties related to General Administration.	-	-	-	-	10	40	400	0.2	10	40	400	0.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
> Attend Project and Executive status meetings with Partner Agencies.	-	-	-	-	102	2	204	0.1	102	2	204	0.1	102	2	204	0.1	102	2	204	0.1	102	2	204	0.1	102	2	204	0.1	102	2	204	0.1
> Assist with department year end close and financial reporting.	-	-	-	-	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1
> Oversee the conversion and reconciliation of the beginning balances from Legacy to ensure the continued stability of the Book of Record for the state.	-	-	-	-	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1	-	-	-	-	-	-	-	-
> Direct both external and internal reconciliations.	-	-	-	-	-	-	-	-	-	-	-	-	60	4	240	0.1	60	4	240	0.1	60	4	240	0.1	60	4	240	0.1	60	4	240	0.1
> Work with managers in Division of Audits, ISD, and SARD to ensure adequate internal controls are maintained during and after the transition of the Book of Record.	-	-	-	-	-	-	-	-	-	-	-	-	25	4	100	0.1	25	4	100	0.1	25	4	100	0.1	25	4	100	0.1	25	4	100	0.1
> Oversee extensive end to end testing after business processes are developed.	-	-	-	-	-	-	-	-	-	-	-	-	40	4	160	0.1	40	4	160	0.1	-	-	-	-	-	-	-	-	-	-	-	
> Develop a plan with ISD to decommission both Legacy and the interfaces used during the Integrated solution and oversee the execution of the plan.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	20	80	-	4	20	80	-	52	3	156	0.1	50	4	200	0.1
Workload assumption: Based on FiSCal Transition Plan Expectations for Partner Agency/Department Involvement.																																
TOTALS Financial Accountant IV (BFIT)	-	-	-	-	377	105	1,854	1.0	377	105	1,854	1.0	488	77	1,794	1.0	492	97	1,874	1.0	456	93	1,874	1.0	464	72	1,790	1.0	462	73	1,834	1.0
Classification: Financial Accountant III (BFIT)																																
Major responsibility: These positions will be responsible for the oversight and review of the new policies, procedures, daily processes, and training that will be required to successfully transition into the new FiSCal system. These positions will serve as subject matter experts (SME) and super-users of the new system. In addition, these positions will continue to act as liaisons between SARD home staff and FiSCal, communicating project status, identifying risks and issues, reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and completing project tasks. > Develop and provide system and business process training for division staff.	-	-	-	-	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5
> Provide support and address the most complex questions from other Bureaus in the Division regarding FiSCal functionality. Perform duties related to General Administration.	-	-	-	-	110	4	440	0.2	110	4	440	0.2	110	4	440	0.2	110	4	440	0.2	110	4	440	0.2	120	4	480	0.3	120	4	480	0.3
> Work with FiSCal Service Center to resolve the most complex defects.	-	-	-	-	75	3	225	0.1	75	3	225	0.1	75	3	225	0.1	75	3	225	0.1	75	3	225	0.1	75	3	225	0.1	75	3	225	0.1
> Validate and update trees, crosswalks, and Chart of Accounts.	-	-	-	-	50	2	100	0.1	50	2	100	0.1	50	3	150	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1
> Design and test Ledger Analysis Tool reports for financial reporting.	-	-	-	-	30	10	300	0.2	30	10	300	0.2	30	10	300	0.2	30	10	300	0.2	30	5	150	0.1	30	5	150	0.1	-	-	-	-
> Update system configurations as required.	-	-	-	-	8	20	160	0.1	8	20	160	0.1	8	20	160	0.1	8	20	160	0.1	8	20	160	0.1	8	20	160	0.1	8	20	160	0.1
> Participate in the planning and decide on the success of interface testing and reports designed to reduce impact to deferred and exempt departments.	-	-	-	-	10	150	1,500	0.8	10	150	1,500	0.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
> Perform Legacy Budget Act setup to support the LRS system outside of FiSCal.	-	-	-	-	1	250	250	0.1	1	250	250	0.1	1	250	250	0.1	1	250	250	0.1	1	250	250	0.1	1	250	250	0.1	1	250	250	0.1
> Conduct and/or attend meetings with impacted units, sections, and divisions in SCO.	-	-	-	-	450	2	900	0.5	450	2	900	0.5	450	2	900	0.5	250	2	500	0.3	250	2	500	0.3	250	2	500	0.3	250	1	250	0.1
> Attend Project and Executive status meetings with Partner Agencies.	-	-	-	-	156	2	312	0.2	156	2	312	0.2	156	2	312	0.2	156	2	312	0.2	156	2	312	0.2	156	2	312	0.2	156	2	312	0.2
> Assist with department year end close and financial reporting.	-	-	-	-	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	6	300	0.2	50	6	300	0.2
> Convert and reconcile beginning balances from Legacy to ensure the continued stability of the Book of Record for the state.	-	-	-	-	40	4	160	0.1	40	4	160	0.1	40	5	200	0.1	40	4	160	0.1	40	2	80	-	-	-	-	-	-	-	-	
> Manage both external and internal reconciliations.	-	-	-	-	-	-	-	-	-	-	-	-	13	10	130	0.1	13	10	130	0.1	70	10	700	0.4	100	10	1,000	0.6	100	10	1,000	0.6
> Solution items needed to transition SCO's control functions from Legacy to FiSCal.	-	-	-	-	-	-	-	-	-	-	-	-	12	40	480	0.3	8	30	240	0.1	-	-	-	-	-	-	-	-	-	-	-	
> Develop statewide procedures for departments to adhere to for new SCO control processes.	-	-	-	-	-	-	-	-	-	-	-	-	50	5	250	0.1	33	5	165	0.1	33	5	165	0.1	-	-	-	-	-	-	-	
> Develop and test End State functionality and Business Processes.	-	-	-	-	-	-	-	-	-	-	-	-	50	10	500	0.3	50	8	400	0.2	-	-	-	-	-	-	-	-	-	-	-	
> Design, build, and test tools and reports for statewide financial statements.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100	7	700	0.4	130	9	1,170	0.7	46	9	414	0.2	-	-	-	
> Develop a plan with ISD to decommission both Legacy and the interfaces used during the Integrated solution and oversee the execution of the plan.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	40	160	0.1	4	20	80	-	145	3	435	0.2	300	4	1,200	0.7
Workload assumption: Based on FiSCal Transition Plan Expectations for Partner Agency/Department Involvement.																																
TOTALS Financial Accountant III (BFIT)	-	-	-	-	1,000	497	5,407	3.0	1,000	497	5,407	3.0	1,115	414	5,357	3.0	998	447	5,302	3.0	1,027	384	5,392	3.0	1,051	364	5,286	3.0	1,130	350	5,237	3.0

Workload Description - State Accounting and Reporting Division	2017-18				2018-19				2019-20				2020-21				2021-22				2022-23				2023-24				2024-25 and Ongoing							
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions				
Classification: Financial Accountant II (BFIT) Major responsibility: These positions will act as the supervisors in the review of new policies, procedures, daily processes, and training that will be required to successfully transition into the new FiSCal system. These positions will serve as subject matter experts (SME) and super-users of the new system. In addition, these positions will continue to act as liaisons between SARD home staff and FiSCal, communicating project status, identifying risks and issues, reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and completing project tasks. > Develop and provide system and business process training for division staff. > Provide support and address complex questions from other Bureaus in the Division regarding FiSCal functionality. > Validate and update trees, crosswalks, and Chart of Accounts. > Review FiSCal reports designed to reduce impact to deferred and exempt departments. > Review FiSCal interface testing results designed to reduce impact to deferred and exempt departments. > Conduct and/or attend meetings with impacted units, sections, and divisions in the SCO. > Attend status meetings with Project and Partner Agencies. > Analyze and update program and project crosswalks. > Convert and reconcile beginning balances from Legacy to ensure the continued stability of the Book of Record for the state. > Administration - Supervise staff, probation reports, IDP's, attendance. > Review and approve staff work. > Perform the more complex reconciliations. > Solution Items needed to transition SCO's control functions from Legacy to FiSCal. > Develop statewide procedures for departments to adhere to for new SCO control processes. > Develop and test End State functionality and Business Processes. > Design, build, and test tools and reports for statewide financial statements. > Supervise and participate in the decommissioning of legacy and interfaces used during Integrated Solution.	-	-	-	-	7	20	133	0.1	7	20	133	0.1	7	20	133	0.1	7	20	133	0.1	7	20	133	0.1	7	20	133	0.1	7	20	133	0.1				
	-	-	-	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-
	-	-	-	-	67	1	67	-	67	1	67	-	67	1	67	-	67	1	67	-	67	1	67	-	67	1	67	-	67	1	67	-	67	1	67	-
	-	-	-	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-	33	1	33	-
	-	-	-	-	3	20	67	-	3	20	67	-	3	20	67	-	3	20	67	-	3	-	-	-	3	-	-	-	3	-	-	-	-	-	-	
	-	-	-	-	40	2	80	-	40	2	80	-	40	2	80	-	40	2	80	-	40	2	80	-	40	2	80	-	40	2	80	-	40	2	80	-
	-	-	-	-	33	2	67	-	33	2	67	-	33	2	67	-	33	2	67	-	33	2	67	-	33	2	67	-	33	2	67	-	33	2	67	-
	-	-	-	-	17	2	33	-	17	2	33	-	17	2	33	-	17	2	33	-	17	2	33	-	17	2	33	-	17	2	33	-	17	2	33	-
	-	-	-	-	1	220	220	0.1	1	220	220	0.1	1	220	220	0.1	1	220	220	0.1	1	220	220	0.1	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	167	1	167	0.1	167	1	167	0.1	167	1	167	0.1	167	1	167	0.1	167	1	167	0.1	167	1	167	0.1	167	1	167	0.1	167	1	167	0.1
	-	-	-	-	333	1	333	0.2	333	1	333	0.2	333	1	333	0.2	333	1	333	0.2	333	1	333	0.2	333	1	333	0.2	333	1	333	0.2	333	1	333	0.2
	-	-	-	-	80	10	800	0.5	80	10	800	0.5	80	7	560	0.3	80	7	560	0.3	80	3	240	0.1	80	8	640	0.4	80	8	640	0.4	80	8	640	0.4
	-	-	-	-	-	-	-	-	-	-	-	-	3	25	83	-	2	15	25	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-	-	-	-	-	-	17	10	167	0.1	8	4	33	-	25	10	250	0.1	-	-	-	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-	-	-	-	-	-	17	10	167	0.1	17	6	100	0.1	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	33	7	231	0.1	30	15	450	0.3	5	10	50	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	40	53	-	1	40	40	-	83	4	332	0.2	67	6	402	0.2	67	6	402	0.2
Workload assumption: Based on FiSCal Transition Plan Expectations for Partner Agency/Department Involvement.	-	-	-	-	814	281	2,033	1.0	814	281	2,033	1.0	851	323	2,210	1.0	875	350	2,236	1.0	870	319	2,147	1.0	901	53	1,969	1.0	880	45	1,989	1.0	880	45	1,989	1.0
TOTALS Financial Accountant II (BFIT)	-	-	-	-	814	281	2,033	1.0	814	281	2,033	1.0	851	323	2,210	1.0	875	350	2,236	1.0	870	319	2,147	1.0	901	53	1,969	1.0	880	45	1,989	1.0	880	45	1,989	1.0
Classification: Financial Accountant II (SARD) Major responsibility: These positions will act as the supervisors in the review of new policies, procedures, daily processes, and training that will be required to successfully transition into the new FiSCal system. These positions will serve as subject matter experts (SME) and super-users of the new system. In addition, these positions will continue to act as liaisons between SARD home staff and FiSCal, communicating project status, identifying risks and issues, reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and completing project tasks. > Develop and provide system and business process training for division staff. > Provide support and address complex questions from other Bureaus in the Division regarding FiSCal functionality. > Validate and update trees, crosswalks, and Chart of Accounts. > Review FiSCal reports designed to reduce impact to deferred and exempt departments. > Review FiSCal interface testing results designed to reduce impact to deferred and exempt departments. > Conduct and/or attend meetings with impacted units, sections, and divisions in SCO. > Attend status meetings with Project and Partner Agencies. > Analyze and update program and project crosswalks. > Convert and reconcile beginning balances from Legacy to ensure the continued stability of the Book of Record for the state. > Administration - Supervise staff, probation reports, IDP's, attendance. > Review and approve staff work. > Perform the more complex reconciliations. > Solution Items needed to transition SCO's control functions from Legacy to FiSCal. > Develop statewide procedures for departments to adhere to for new SCO control processes. > Develop and test End State functionality and Business Processes. > Design, build, and test tools and reports for statewide financial statements. > Supervise and participate in the decommissioning of legacy and interfaces used during Integrated Solution.	7	20	133	0.1	13	20	267	0.2	13	20	267	0.2	13	20	267	0.2	13	20	267	0.2	13	20	267	0.2	13	20	260	0.1	13	20	260	0.1				
	33	1	33	-	67	1	67	-	67	1	67	-	67	1	67	-	67	1	67	-	67	1	67	-	100	1	100	0.1	100	1	100	0.1	100	1	100	0.1
	67	1	67	-	133	1	133	0.1	133	1	133	0.1	133	1	133	0.1	133	1	133	0.1	133	1	133	0.1	200	1	200	0.1	200	1	200	0.1	200	1	200	0.1
	33	1	33	-	67	1	67	-	67	1	67	-	67	1	67	-	67	1	67	-	67	1	67	-	100	1	100	0.1	100	1	100	0.1	100	1	100	0.1
	3	20	67	-	7	20	133	0.1	7	20	133	0.1	7	20	133	0.1	7	10	67	-	7	10	67	-	-	-	-	-	-	-	-	-	-	-	-	
	80	2	160	0.1	80	2	160	0.1	80	2	160	0.1	80	2	160	0.1	80	2	160	0.1	80	2	160	0.1	120	2	240	0.1	120	2	240	0.1	120	2	240	0.1
	33	2	67	-	67	2	133	0.1	67	2	133	0.1	67	2	133	0.1	67	2	133	0.1	67	2	133	0.1	100	2	200	0.1	100	2	200	0.1	100	2	200	0.1
	17	2	33	-	33	2	67	-	33	2	67	-	33	2	67	-	33	2	67	-	33	2	67	-	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1
	1	150	150	0.1	1	150	150	0.1	1	150	150	0.1	1	150	150	0.1	1	150	150	0.1	1	150	150	0.1	-	-	-	-	-	-	-	-	-	-	-	
	167	1	167	0.1	333	1	333	0.2	333	1	333	0.2	333	1	333	0.2	333	1	333	0.2	333	1	333	0.2	425	1	425	0.2	500	1	500	0.3	500	1	500	0.3
	345	1	345	0.2	690	1	690	0.4	690	1	690	0.4	690	1	690	0.4	567	1	567	0.3	567	1	567	0.3	567	1	567	0.3	567	1	567	0.3	567	1	567	0.3
	80	8	640	0.4	160	8	1,280	0.7	160	8	1,280	0.7	160	8	640	0.4	40	8	320	0.2	40	8	320	0.2	40	8	320	0.2	40	8	320	0.2	40	8	320	0.2
	-	-	-	-	-	-	-	-	-	-	-	-	7	30	200	0.1	6	30	180	0.1	6	30	180	0.1	-	-	-	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-	-	-	-	-	-	33	5	167	0.1	17	5	85	-	17	5	83	-	-	-	-	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-	-	-	-	-	-	33	6	200	0.1	34	12	408	0.2	34	12	408	0.2	-	-	-	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	67	7	469	0.3	67	7	469	0.3	40	8	320	0.2	-	-	-	-	-	-		
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	40	107	0.1	3	40	107	0.1	265	3	795	0.4	220	4	880	0.5	220	4	880	0.5
Workload assumption: Based on FiSCal Transition Plan Expectations for Partner Agency/Department Involvement.	-	-	-	-	866	209	1,895	1.0	866	209	1,895	1.0	866	209	1,895	1.0	866	209	1,895	1.0	866	209	1,895	1.0	866	209	1,895	1.0	866	209	1,895	1.0	866	209	1,895	1.0
TOTALS Financial Accountant II (SARD)	866	209	1,895	1.0	1,651	209	3,480	2.0	1,651	209	3,480	2.0	1,644	250	3,407	2.0	1,534	293	3,579	2.0	1,534	293	3,577	2.0	2,020	50	3,627	2.0	2,010	43	3,467	2.0	2,010	43	3,467	2.0

Workload Description - State Accounting and Reporting Division	2017-18				2018-19				2019-20				2020-21				2021-22				2022-23				2023-24				2024-25 and Ongoing					
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions		
Classification: Senior Administrative Analyst - Accounting Systems (BFT)																																		
Major responsibility: This position will be responsible for the development and implementation of the new procedures, daily processes, and training that will be required to successfully transition into the new FiSCal system. This position will serve as a subject matter expert (SME) and super-user of the new system with a concentration of payments made to local entities. In addition, this position will continue to act as liaison between SARD home staff and FiSCal, communicating project status, identifying risks and issues, reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and completing project tasks.																																		
> Develop and provide system and business process training for division staff.	-	-	-	-	10	43	430	0.2	10	43	430	0.2	10	43	430	0.2	10	43	430	0.2	10	43	430	0.2	10	43	430	0.2	10	43	430	0.2	0	
> Provide support and address questions from other Bureaus in the Division regarding FiSCal functionality.	-	-	-	-	80	1	80	-	80	1	80	-	80	1	80	-	80	1	80	-	80	2	160	0.1	80	1	80	-	80	2	160	0.1	0.1	
> Work with FiSCal Service Center to resolve defects.	-	-	-	-	50	2	100	0.1	50	2	100	0.1	50	3	150	0.1	50	3	150	0.1	50	4	200	0.1	50	3	150	0.1	50	4	200	0.1	0.1	
> Review and document results of newly created FiSCal reports designed to reduce impact to deferred and exempt departments.	-	-	-	-	50	3	150	0.1	50	3	150	0.1	50	3	150	0.1	50	3	150	0.1	50	3	150	0.1	50	3	150	0.1	50	3	150	0.1	0.1	
> Review and document results of FiSCal interface testing which is designed to reduce impact to deferred and exempt departments.	-	-	-	-	10	20	200	0.1	10	20	200	0.1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
> Conduct and/or attend meetings with impacted units, sections, and divisions in SCO.	-	-	-	-	120	2	240	0.1	120	2	240	0.1	80	1	80	-	80	1	80	-	80	1	80	-	80	1	80	-	80	1	80	-	-	
> Reconcile system output to ensure the integrity of the system.	-	-	-	-	365	1	365	0.2	365	1	365	0.2	365	1	365	0.2	365	1	365	0.2	365	1	365	0.2	365	1	365	0.2	365	1	365	0.2	-	
> Monitor Legislation for FiSCal impact.	-	-	-	-	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1	40	6	240	0.1	40	6	240	0.1	40	4	160	0.1	-	
> Analyze and update program and project crosswalks.	-	-	-	-	25	5	125	0.1	25	5	125	0.1	25	5	125	0.1	25	5	125	0.1	25	5	125	0.1	25	5	125	0.1	25	5	125	0.1	-	
> Coordinate user access and roles in FiSCal.	-	-	-	-	-	-	-	-	-	-	-	-	80	1	80	-	80	1	80	-	80	1	80	-	80	1	80	-	80	1	80	-	-	
> Develop statewide procedures for departments to adhere to for new SCO control processes.	-	-	-	-	-	-	-	-	-	-	-	-	50	5	250	0.1	25	3	75	-	25	3	75	-	-	-	-	-	-	-	-	-		
> Develop and test End State functionality and Business Processes.	-	-	-	-	-	-	-	-	-	-	-	-	50	3	150	0.1	50	3	150	0.1	-	-	-	-	-	-	-	-	-	-	-	-		
> Manage the decommissioning of legacy and interfaces used during the Integrated Solution process.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	40	160	0.1	56	4	224	0.1	52	6	312	0.2	50	4	200	0.1		
Workload assumption: Based on FiSCal Transition Plan Expectations for Partner Agency/Department Involvement.																																		
TOTALS Senior Administrative Analyst - Accounting Systems (BFT)	-	-	-	-	750	81	1,850	1.0	750	81	1,850	1.0	880	70	2,020	1.0	859	108	2,005	1.0	861	73	2,129	1.0	832	70	2,012	1.0	830	68	1,950	1.0		
Classification: Financial Accountant I (BFT)																																		
Major responsibility: These positions will act as leads in the review of new policies, procedures, daily processes, and training that will be required to successfully transition into the new FiSCal system. These positions will serve as subject matter experts (SME) and super-users of the new system. In addition, these positions will continue to act as liaisons between SARD home staff and FiSCal, communicating project status, identifying risks and issues, reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and completing project tasks.																																		
> Lead interface activity; review and document FiSCal interface testing results.	-	-	-	-	7	62	434	0.2	7	62	434	0.2	2	80	120	0.1	2	80	120	0.1	-	-	-	-	-	-	-	-	-	-	-	-		
> Configurations - review/maintain configuration templates.	-	-	-	-	493	1	296	0.2	493	1	296	0.2	150	1	90	0.1	150	1	90	0.1	80	1	80	-	80	1	80	-	90	1	90	0.1		
> Reports - review scenarios and test results.	-	-	-	-	26	10	263	0.1	26	10	263	0.1	15	6	84	-	15	6	84	-	30	6	180	0.1	30	6	180	0.1	-	-	-	-		
> Extensions - lead extension activity such as creation of scenarios, test, document, analyze, working sessions.	-	-	-	-	17	18	308	0.2	17	18	308	0.2	3	10	30	-	3	10	30	-	-	-	-	-	-	-	-	-	-	-	-	-		
> Conversions - identify, convert and reconcile the SCO Legacy system and verify in FiSCal.	-	-	-	-	3	88	264	0.1	3	88	264	0.1	1	85	77	-	1	85	77	-	-	-	-	-	-	-	-	-	-	-	-	-		
> Trees, crosswalks, and Chart of Accounts - analyze and validate.	-	-	-	-	36	7	252	0.1	36	7	252	0.1	9	3	30	-	9	3	30	-	30	3	101	0.1	45	4	180	0.1	-	-	-	-		
> Financial Reporting - Lead working session discussions.	-	-	-	-	49	5	246	0.1	49	5	246	0.1	49	4	197	0.1	49	4	197	0.1	49	4	197	0.1	-	-	-	-	-	-	-	-	-	
> Provide Training - Lead the development of training documents and presentation of training on new processes. Address complex questions regarding FiSCal functionality.	-	-	-	-	50	5	248	0.1	50	5	248	0.1	50	9	455	0.3	50	9	455	0.3	50	9	455	0.3	18	4	72	-	-	-	-	-		
> Reconciliations - lead the development of Legacy to FiSCal reconciliations and review related procedures.	-	-	-	-	8	10	75	-	8	10	75	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
> Reconciliations - perform or review daily reconciliations between Legacy and FiSCal.	-	-	-	-	74	21	1,544	0.9	74	21	1,544	0.9	74	21	1,544	0.9	15	4	60	-	-	-	-	-	-	-	-	-	-	-	-	-		
> Administration - attend status meetings with Project and Partner Agencies; Conduct and/or attend meetings with impacted units, sections, and divisions in SCO.	-	-	-	-	156	5	780	0.4	156	5	780	0.4	156	5	727	0.4	120	5	559	0.3	105	2	210	0.1	105	1	105	0.1	-	-	-	-	-	
> Provide support and address questions from other Bureaus in the Division regarding FiSCal functionality.	-	-	-	-	120	1	120	0.1	120	1	120	0.1	60	1	60	-	60	1	60	-	120	2	240	0.1	120	2	240	0.1	400	1	400	0.2		
> Work with FiSCal Service Center to resolve defects.	-	-	-	-	60	1	60	-	60	1	60	-	30	1	30	-	30	1	30	-	60	1	60	-	150	1	150	0.1	200	1	200	0.1		
> Review and document results of newly created FiSCal reports designed to reduce impact to deferred and exempt departments.	-	-	-	-	30	2	60	-	30	2	60	-	30	2	60	-	30	3	90	0.1	30	4	120	0.1	30	4	120	0.1	100	6	600	0.3		
> Assist with department year end closing and financial reporting.	-	-	-	-	15	2	30	-	15	2	30	-	56	2	112	0.1	56	2	112	0.1	15	2	30	-	30	4	120	0.1	50	5	250	0.1		
> Reconcile system output to ensure the integrity of the system.	-	-	-	-	110	1	110	0.1	110	1	110	0.1	74	2	147	0.1	74	2	147	0.1	74	3	221	0.1	147	2	294	0.2	365	1	365	0.2		
> Monitor Legislation for FiSCal impacts.	-	-	-	-	3	10	30	-	3	10	30	-	16	4	62	-	16	4	62	-	16	4	62	-	31	5	156	0.1	52	4	208	0.1		
> Attend meetings/sessions to understand the system and testing of the system and how SCO will be using the information.	-	-	-	-	44	2	89	0.1	44	2	89	0.1	44	4	178	0.1	44	2	89	0.1	44	4	178	0.1	44	4	178	0.1	-	-	-	-		
> Perform reconciliations of financial information for financial reporting usage and work with departments to understand departmental reconciliations.	-	-	-	-	44	2	89	0.1	44	2	89	0.1	44	4	178	0.1	44	2	89	0.1	44	5	222	0.1	44	4	178	0.1	44	2	89	0.1		
> Work with departments to understand how the departments are reporting (what SCO is going to get) for financial reporting purposes.	-	-	-	-	44	2	89	0.1	44	2	89	0.1	44	4	178	0.1	44	2	89	0.1	44	1	44	-	89	2	178	0.1	148	1	148	0.1		
> Review the technical portion input into the system and determine what new information requests will be needed from departments, for reporting purposes.	-	-	-	-	44	2	89	0.1																										

[illegible]

Workload Description - State Accounting and Reporting Division	2017-18				2018-19				2019-20				2020-21				2021-22				2022-23				2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Classification: Accounting Analyst (SARD) Major responsibility: Analyze, process, reconcile, monitor, validate, and approve transaction requests in FiSCal and systems. This includes analyzing the impact of Budget Revisions, Allocation Orders, Special Deposit Funds, Federal Trust Funds, and other adjustments impacting the California State Budget Act, including provisional language and/or trailer bills.																																
> Review, approve, and monitor transaction requests in Legacy coding and/or in FiSCal.	-	-	-	-	1,100	1	1,100	0.6	1,100	1	1,100	0.6	1,100	1	1,100	0.6	1,100	1	1,100	0.6	1,100	1	1,100	0.6	1,100	1	1,100	0.6	1,100	1	1,100	0.6
> Monitor and validate appropriation authority and cash for Non-FiSCal agencies.	-	-	-	-	275	1	275	0.2	275	1	275	0.2	275	1	275	0.2	275	1	275	0.2	275	1	275	0.2	275	1	275	0.2	275	1	275	0.2
> Process Budget revisions, re-appropriations, transfers, and provisions in Legacy and/or in FiSCal.	-	-	-	-	125	3	375	0.2	125	3	375	0.2	125	3	375	0.2	125	3	375	0.2	125	3	375	0.2	125	3	375	0.2	125	3	375	0.2
> Process reversal transaction requests, correct invalid transactions, and process voids for both FiSCal and Non-FiSCal agencies.	-	-	-	-	730	2	1,460	0.8	730	2	1,460	0.8	730	2	1,460	0.8	730	2	1,460	0.8	730	2	1,460	0.8	730	2	1,460	0.8	730	2	1,460	0.8
> Perform and release daily reconciliations, including the Consolidated Payment Fund, for FiSCal and Non-FiSCal agencies.	-	-	-	-	460	1	460	0.3	460	1	460	0.3	460	1	460	0.3	460	1	460	0.3	460	1	460	0.3	460	1	460	0.3	460	1	460	0.3
> Maintain and process journal entries for FiSCal and Non-FiSCal agencies.	-	-	-	-	265	3	795	0.4	265	3	795	0.4	265	3	795	0.4	265	3	795	0.4	265	3	795	0.4	265	3	795	0.4	265	3	795	0.4
> Respond timely to inquiries from statewide agencies.	-	-	-	-	395	2	790	0.4	395	2	790	0.4	395	2	790	0.4	395	2	790	0.4	395	2	790	0.4	395	2	790	0.4	395	2	790	0.4
> Comparison of Legacy to FiSCal activity for cash management, treasury trust, bonds, and SMIF transactions, etc.	-	-	-	-	80	1	80	-	80	1	80	-	80	1	80	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
> Update desk procedures.	-	-	-	-	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1	40	4	160	0.1
Workload assumption: Based on FiSCal Transition Plan Expectations for Partner Agency/Department Involvement.																																
TOTALS Accounting Analyst (SARD)	-	-	-	-	3,470	18	5,495	3.0	3,470	18	5,495	3.0	3,470	18	5,495	3.0	3,390	17	5,415	3.0	3,390	17	5,415	3.0	3,390	17	5,415	3.0	3,390	17	5,415	3.0
TOTAL BFIT REQUEST	-	-	-	-	4,419	1,222	16,661	9.0	4,419	1,222	16,661	9.0	4,467	1,161	16,925	9.0	4,186	1,552	16,670	9.0	4,159	1,227	17,020	9.0	4,507	867	16,360	9.0	4,940	812	16,192	9.0
TOTAL SARD REQUEST	2,756	822	13,147	7.0	9,380	848	32,027	18.0	9,380	848	32,027	18.0	9,613	963	32,433	18.0	8,227	1,374	31,788	18.0	7,735	1,075	32,201	18.0	7,340	629	21,663	12.0	7,866	577	21,454	12.0
TOTAL State Accounting and Reporting Division REQUEST	2,756	822	13,147	7.0	13,798	2,070	48,688	27.0	13,798	2,070	48,688	27.0	14,080	2,124	49,358	27.0	12,412	2,927	48,458	27.0	11,893	2,302	49,221	27.0	11,846	1,496	38,023	21.0	12,805	1,389	37,646	21.0

Workload Description - Information Systems Division	2017-18				2018-19				2019-20				2020-21				2021-22				2022-23				2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions				
Classification: Senior Information Systems Analyst (Specialist) (ISO) Major responsibility: Support the SCO mainframe system security operations in the maintenance of legacy systems and managing the transition to the new FiSCal system secure interfaces. > Consult, guide, advise, mentor and collaborate with SCO and FiSCal project leads from business and technology areas in guiding the FiSCal project through SCO mainframe production environments authentication and secure access processes. Provide guidance and support for requirements analysis and documentation, development, testing, integration, implementation of effective solutions for secure access and file transferring of FiSCal data from various IT platforms to SCO's mainframe. > Support all SCO mainframe production environments authentication and secure access activities required throughout FiSCal Integrated Solution and End State deployments. Additionally, assess secure file transferring processes and other processing methods to ensure information security (i.e. data and system confidentiality, integrity and availability). > Review and provide feedback to FiSCal and ISD developers in the design and operations of interfaces, including how they will impact production processing on an interim as well as once FiSCal is fully deployed. > Develop, implement and present effective solutions for secure access and file transferring of FiSCal data from various IT platforms to SCO's mainframe. Workload assumption: Based on prior history of work on this project.	-	-	-	-	-	-	-	-	16	80	1,280	0.7	16	80	1,280	0.7	16	80	1,280	0.7	16	80	1,280	0.7	16	80	1,280	0.7	16	80	1,280	0.7
-	-	-	-	-	-	-	-	-	10	16	160	0.1	10	16	160	0.1	10	16	160	0.1	10	16	160	0.1	10	16	160	0.1	10	16	160	0.1
-	-	-	-	-	-	-	-	-	10	16	160	0.1	10	16	160	0.1	10	16	160	0.1	10	16	160	0.1	10	16	160	0.1	10	16	160	0.1
-	-	-	-	-	-	-	-	-	10	18	180	0.1	10	18	180	0.1	10	18	180	0.1	10	18	180	0.1	10	18	180	0.1	10	18	180	0.1
TOTALS Senior Information Systems Analyst (Specialist) (ISO)	-	-	-	-	-	-	-	-	46	130	1,780	1.0	46	130	1,780	1.0	46	130	1,780	1.0	46	130	1,780	1.0	46	130	1,780	1.0	46	130	1,780	1.0
Classification: Senior Information Systems Analyst (Specialist) (App. Dev.) Major responsibility: ISD Testing Coordinator will partner with the FiSCal Project team, SCO business, and ISD technical staff to develop test strategies and manage testing for the SCO as a result of the FiSCal Project. > Review FiSCal project analysis and design documentation for interface and conversions. > Determine impact of FiSCal Integrated Solution functionality on SCO systems. Meet with SCO business and ISD staff to develop and execute plans to decommission legacy systems. > Develop project tasks and schedules, generate status reports. Meet with project teams on a regular basis. Collaborate with project team in creating and executing implementation plan. > Develop test strategy and test plans. Coordinate with the SCO business divisions to identify test conditions and test scripts for the 19 new interfaces and modified/retired systems. >Manage testing activities. Create tracking and status reporting of test results. Workload assumption: Estimates are based on information and impacts known regarding number of new interfaces and changes to existing interfaces or processes. The parallel testing activities are highly complex. Testing requires daily coordination, and a continuous change management process to be established for requirements and test plans, and detailed reporting of test results.	-	-	-	-	-	-	-	-	15	10	150	0.1	15	10	150	0.1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	3	20	60	-	3	20	60	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	1	100	100	0.1	1	100	100	0.1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	12	60	720	0.4	12	60	720	0.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	12	60	720	0.4	12	60	720	0.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTALS Senior Information Systems Analyst (Specialist) (App. Dev.)	-	-	-	-	-	-	-	-	43	250	1,750	1.0	43	250	1,750	1.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Classification: Senior Programmer Analyst (App. Dev.) Major responsibility: Senior Technical Lead and Project Lead. > Develop and coordinate work product schedules, establish priorities and monitor progress, meet with staff to consult, direct, oversee, Provide status to management and project leaders. > Develop and coordinate testing and implementation schedules, establish priorities and monitor progress, provide status to management and project leaders. Consultation, direction, oversight of all work carried out by Staff Programmer Analyst. > Develop design specifications for Interface programs, new processes and procedures, and maintenance to Legacy systems. Provide direction and oversight for the Staff Programmer Analyst to ensure that ISD's system development lifecycle procedures are adhered to. > Lead and direct analysis, coding and testing for any service requests for the maintenance to Legacy systems. > Develop implementation plans for Interface programs, new processes and procedures, and maintenance to Legacy systems. Provide programming technical expertise, troubleshoot, resolve, communicate and document production problems. > Lead effort in development of Legacy Fiscal conversion and customer acceptance test plans, execution and validation of test plan, and the documentation of the results of the Legacy Fiscal conversion and customer acceptance testing. Review and sign-off of the results if accurate as expected, and provide direction as needed. Workload assumption: Based on prior history of work on this project.	24	10	240	0.1	24	20	480	0.3	24	30	720	0.4	24	30	720	0.4	24	20	480	0.3	24	20	480	0.3	24	20	480	0.3	24	20	480	0.3
-	24	10	240	0.1	24	20	480	0.3	24	30	720	0.4	24	30	720	0.4	24	20	480	0.3	24	20	480	0.3	24	20	480	0.3	24	20	480	0.3
-	24	20	480	0.3	24	40	960	0.5	24	60	1,440	0.8	24	60	1,440	0.8	24	35	840	0.5	24	35	840	0.5	24	35	840	0.5	24	35	840	0.5
-	15	10	150	0.1	15	20	300	0.2	20	30	600	0.3	20	30	600	0.3	20	20	400	0.2	20	20	400	0.2	20	20	400	0.2	20	20	400	0.2
-	10	10	100	0.1	10	20	200	0.1	25	30	750	0.4	25	30	750	0.4	25	20	500	0.3	25	20	500	0.3	25	20	500	0.3	25	20	500	0.3
-	30	18	540	0.3	30	36	1,080	0.6	30	44	1,320	0.7	30	44	1,320	0.7	30	25	750	0.4	30	25	750	0.4	30	25	750	0.4	30	25	750	0.4
TOTALS Senior Programmer Analyst (App. Dev.)	127	78	1,750	1.0	127	156	3,500	2.0	147	224	5,550	3.0	147	224	5,550	3.0	147	140	3,450	2.0	147	140	3,450	2.0	147	140	3,450	2.0	147	140	3,450	2.0
Classification: Staff Information Systems Analyst (Specialist) (BASU) Major responsibility: Partner with the FiSCal Project team, SCO business, and ISD technical staff to accomplish the ISD system development lifecycle deliverables for the FiSCal Project. > Review FiSCal project documentation and requests for new interfaces. Perform gap analysis and determine deliverables and documentation needs for integrated solution and functionality for SCO legacy systems. > Document requirements, specifications, and testing strategies. Participate in the technical analysis, planning and documentation for SCO's modified and retired systems. > Develop project tasks and schedules, generate status reports. Meet with project teams on a regular basis. Collaborate with the project teams in creating and executing implementation plan. > Assist SCO business with implementation activities. Workload assumption: Estimates are based on information and impacts known regarding number of new interfaces and changes to existing interfaces or processes. As the SCO and FiSCal project teams continue to work through the integrated solution, interpretation and gap analysis will occur to determine documentation needs.	-	-	-	-	-	-	-	-	36	10	360	0.2	36	10	360	0.2	36	10	360	0.2	36	10	360	0.2	36	10	360	0.2	36	10	360	0.2
-	-	-	-	-	-	-	-	-	36	40	1,440	0.8	36	40	1,440	0.8	36	40	1,440	0.8	36	40	1,440	0.8	36	40	1,440	0.8	36	40	1,440	0.8
-	-	-	-	-	-	-	-	-	2	60	120	0.1	2	60	120	0.1	2	60	120	0.1	2	60	120	0.1	2	60	120	0.1	2	60	120	0.1
-	-	-	-	-	-	-	-	-	36	45	1,620	0.9	36	45	1,620	0.9	36	45	1,620	0.9	36	45	1,620	0.9	36	45	1,620	0.9	36	45	1,620	0.9
TOTALS Staff Information Systems Analyst (Specialist) (BASU)	-	-	-	-	-	-	-	-	110	155	3,540	2.0	110	155	3,540	2.0	110	155	3,540	2.0	110	155	3,540	2.0	110	155	3,540	2.0	110	155	3,540	2.0

Workload Description - Information Systems Division	2017-18				2018-19				2019-20				2020-21				2021-22				2022-23				2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Classification: Staff Information Systems Analyst (Specialist) (PO) Major responsibility: Provide research, oversight and direction to the SCO and Fi\$Cal Project leads (business and technology areas) as it relates to all existing SCO legacy systems production processing components. > Consult, guide, advise, mentor and collaborate with SCO and Fi\$Cal project leads from business and technology areas in guiding the Fi\$Cal project through SCO Mainframe PO processes. Provide guidance and support for requirements analysis and documentation, development, testing, integration, implementation of effective solutions. > Support all SCO Mainframe Production Operations activities required throughout Fi\$Cal Integrated Solution and End State deployments which includes development of new and modified production JCL/CLIST/Panels. As new processes are implemented assess and modify processing methods to ensure efficiency (i.e. cost, performance, etc.). > Review and provide feedback to Fi\$Cal and ISD developers in the design and operations of interfaces, including how they will impact production processing on an interim as well as once Fi\$Cal is fully deployed. > Assess and implement viable new processes into the Electronic Scheduler Process (ESP). The Fi\$Cal project Integrated Solution is anticipated to change the way legacy fiscal systems does business, as such it will result in changes to our production operations. Conduct analysis to assess current and future PO procedures and processes as well as determine forward strategy to implement required modifications to the production environment. > Develop, implement, and present effective solutions for secure file transferring of Fi\$Cal data from various IT platforms to SCO's mainframe. Workload assumption: Based on past experience, supporting the Statewide Accounting and Reporting Division (SARD) and the Administration & Disbursements Divisions (ADD) in the maintenance of legacy systems. Managing the transition to the new Fi\$Cal system will result in a significant increase in the ISD's PO workload. As planned by the Fi\$Cal Project, PO will be required to maintain the existing mainframe Fiscal System, processes and interfaces, as well as implement new production operational procedures to integrate Fi\$Cal with existing systems.	-	-	-	-	-	-	-	-	36	22	792	0.4	36	22	792	0.4	36	22	792	0.4	36	22	792	0.4	36	22	792	0.4	36	22	792	0.4
TOTALS Staff Information Systems Analyst (Specialist) (PO)	-	-	-	-	-	-	-	-	102	86	1,664	1.0	102	86	1,664	1.0	102	86	1,664	1.0	102	86	1,664	1.0	102	86	1,664	1.0	102	86	1,664	1.0
Classification: Staff Programmer Analyst (AD) Major responsibility: Technical Specialist and Subject Matter Expert. > Adhere to work product schedules, prioritize and provide progress status to Senior Programmer Analyst (Sr. PA), meet with Sr. PA to receive direction. Provide status to Sr. PA and project leaders. > Collaborate with Sr. PA and ISD Business Analysts (BA's) to document all changes to SCO Legacy fiscal systems (Fiscal, Warrant Reconciliation, and Treasury Trust and related sub-systems) and their interface programs, new processes and procedures needed as a result of the Fi\$Cal Integrated Solution. Assist Sr. PA, ISD BA's, SCO business, and other ISD staff to develop and execute plans to decommission legacy systems. > Perform analysis, coding and testing for any service requests for the Fi\$Cal Integrated Solution following ISD's established procedures for the system development lifecycle. > Provide programming technical expertise, troubleshoot, resolve, communicate and document production problems. > Provide information as requested, of conversion, and customer acceptance testing processes for Warrant Reconciliation (BankRec), Treasury Trust, and Fiscal Legacy systems with the Fi\$Cal system. Participate in effort to develop the Legacy BankRec, Treasury Trust, and Legacy Fiscal conversion and customer acceptance test plans, assist in the execution and documentation of the results of the Legacy Fiscal, BankRec, Treasury Trust, and their respective conversions and customer acceptance testing. Validate the results are accurate as expected and provide direction as needed. Workload assumption: Based on prior history of work on this project in conjunction with normal workload of the Fiscal Legacy Staff Programmer Analyst.	-	-	-	-	-	-	-	-	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4
TOTALS Staff Programmer Analyst (AD)	-	-	-	-	-	-	-	-	112	150	3,560	2.0	112	150	3,560	2.0	112	150	3,560	2.0	112	150	3,560	2.0	112	150	3,560	2.0	112	150	3,560	2.0
TOTAL Information Systems Division REQUEST	127	78	1,750	1.0	127	156	3,500	2.0	560	995	17,844	10.0	560	995	17,844	10.0	517	861	13,994	8.0	517	861	13,994	8.0	517	861	13,994	8.0	517	861	13,994	8.0

Workload Description - Disbursements	2017-18				2018-19				2019-20				2020-21				2021-22				2022-23				2023-24				2024-25 and Ongoing			
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Classification: Staff Services Analyst Major responsibility: Subject matter expert and responsible for training, research, correction, and approvals. > Perform analytical and administrative duties associated with the Post Issuance Implementation process for the FiSCal system, such as analyze available data, formulate plans and alternatives, as well as evaluate and recommend solutions regarding the most complex issues and problems associated with the FiSCal program. Specific tasks include research related to redeposited, lost, damaged and returned warrants as well as handling forgery-related issues and expedite payment processing issues. > Provide ongoing training and support in Post Issuance processes as agencies migrate to the FiSCal system. Handle the most complex research tasks and perform gap analysis to remediate any ongoing production issues in the Post Issuance Unit. > Present issues and findings to management by oral or written reports, in addition to developing and writing Disbursements' procedures and recommending business process improvements. Additionally, the analyst will respond to sensitive post issuance inquiries from state agencies and constituents. > Act as the back-up approver for vouchers, name and address changes for replacements and warrant status changes for an estimated 43,000 FiSCal payments annually. > Review claims of forgery and approve or disapprove for processing based on laws, rules and regulations of the State of California. > The analyst will be the liaison between FiSCal and Disbursements in the development of system requirements, oversee system modifications, and conduct warrant and EFT print file testing. > Attend weekly FiSCal issue meetings, semi-monthly meetings with the IHSS Program and meet periodically with subject matter experts to modify procedures, improve business practices, etc. Workload assumption: Based on existing workload and anticipated workload associated with FiSCal implementation.	-	-	-	-	780	1	585	0.3	780	1	585	0.3	780	1	585	0.3	780	1	585	0.3	780	1	585	0.3	780	1	585	0.3	780	1	585	0.3
	-	-	-	-	52	3	130	0.1	52	3	130	0.1	52	3	130	0.1	52	3	130	0.1	52	3	130	0.1	52	3	130	0.1	52	3	130	0.1
	-	-	-	-	36	3	108	0.1	36	3	108	0.1	36	3	108	0.1	36	3	108	0.1	36	3	108	0.1	36	3	108	0.1	36	3	108	0.1
	-	-	-	-	1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1
	-	-	-	-	850	1	425	0.2	850	1	425	0.2	850	1	425	0.2	850	1	425	0.2	850	1	425	0.2	850	1	425	0.2	850	1	425	0.2
	-	-	-	-	130	2	260	0.1	130	2	260	0.1	130	2	260	0.1	130	2	260	0.1	130	2	260	0.1	130	2	260	0.1	130	2	260	0.1
	-	-	-	-	100	2	150	0.1	100	2	150	0.1	100	2	150	0.1	100	2	150	0.1	100	2	150	0.1	100	2	150	0.1	100	2	150	0.1
TOTAL Staff Services Analyst	-	-	-	-	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0
TOTAL Disbursements REQUEST	-	-	-	-	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0
TOTAL SCO FiSCal VMG REQUEST	-	-	-	-	-	-	-	-	27,067	681	19,527	11.0	27,067	681	19,527	11.0	27,067	681	19,527	11.0	27,067	681	19,527	11.0	27,067	681	19,527	11.0	27,067	681	19,527	11.0
TOTAL State Accounting and Reporting Division REQUEST	2,756	822	13,147	7.0	13,798	2,070	48,688	27.0	13,798	2,070	48,688	27.0	14,080	2,124	49,358	27.0	12,412	2,927	48,458	27.0	11,893	2,302	49,221	27.0	11,846	1,496	38,023	21.0	12,805	1,389	37,646	21.0
TOTAL Information Systems Division REQUEST	127	78	1,750	1.0	127	156	3,500	2.0	560	995	17,844	10.0	560	995	17,844	10.0	517	661	13,994	8.0	517	661	13,994	8.0	517	661	13,994	8.0	517	661	13,994	8.0
TOTAL FiSCal Integrated Solution REQUEST	2,883	900	14,897	8.0	17,173	2,236	54,041	30.0	44,673	3,757	87,912	49.0	44,955	3,810	88,581	49.0	43,244	4,279	83,832	47.0	42,725	3,655	84,595	47.0	42,678	2,849	73,397	41.0	43,637	2,742	73,019	41.0

State Controller's Office
SCO FI\$Cal Resources by Fiscal Year and Division

SCO Integrated Solution Implementation Timeline	2017-18				2018-19				2019-20				2020-21				2021-22				2022-23				2023-24				2024-25 & Ongoing			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Build & Test Integrated Solution																																
Run Integrated Solution (Legacy is BOR) ^{1/}																																
Complete End-State (BOR) Solution ^{2/}																																
FI\$Cal Becomes BOR - Enter M&O																																
Decommission Legacy Systems																																

^{1/} Comparison to test and data between Legacy and FI\$Cal will occur using 2019-20 data in July 2020. In March of 2021, the 2019/20 data within the FI\$Cal system will be used to produce a CAFR, and if it comports with the data from the Legacy CAFR, FI\$Cal will become the Book of Record (BOR) July 1, 2021 forward.

^{2/} Completion of build, test, and all implementation activities to establish the SCO Accounting BOR in FI\$Cal.

SCO Program	2017-18*	2018-19	2019-20	2020/21	2021-22	2022-23	2023-24	2024-25 and Ongoing
Vendor Management Group (VMG)								
Positions	-	-	11.0	11.0	11.0	11.0	11.0	11.0
Funding	\$ -	\$ -	\$ 1,058,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000
State Acctg & Rptg - BFIT								
Positions	-	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Funding	\$ -	\$ 1,402,000	\$ 1,402,000	\$ 1,402,000	\$ 1,402,000	\$ 1,402,000	\$ 1,402,000	\$ 1,402,000
State Acctg & Rptg								
Positions	14.0	18.0	18.0	18.0	18.0	18.0	12.0	12.0
Funding	\$ 834,000	\$ 2,205,000	\$ 2,177,000	\$ 2,177,000	\$ 2,177,000	\$ 2,177,000	\$ 1,420,000	\$ 1,420,000
Information Systems Division (ISD)								
Positions	2.0	2.0	10.0	10.0	8.0	8.0	8.0	8.0
Funding	\$ 381,000	\$ 1,736,000	\$ 2,762,000	\$ 2,762,000	\$ 2,484,000	\$ 2,484,000	\$ 2,484,000	\$ 1,050,000
Disbursements								
Positions	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Funding	\$ -	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000
Total General Fund	\$ 1,215,000	\$ 3,093,000	\$ 4,266,000	\$ 4,261,000	\$ 4,102,000	\$ 5,636,000	\$ 5,205,000	\$ 4,388,000
Total CSCRF	\$ -	\$ 2,334,000	\$ 3,217,000	\$ 3,214,000	\$ 3,095,000	\$ 4,252,000	\$ 3,926,000	\$ 3,309,000
Total Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,691,000)	\$ (2,691,000)	\$ (2,691,000)
Total Funding	\$ 1,215,000	\$ 5,427,000	\$ 7,483,000	\$ 7,475,000	\$ 7,197,000	\$ 7,197,000	\$ 6,440,000	\$ 5,006,000
Permanent Positions	10.0	24.0	41.0	41.0	41.0	41.0	41.0	41.0
Limited-Term Positions	6.0	6.0	8.0	8.0	6.0	6.0	-	-
Total Positions	16.0	30.0	49.0	49.0	47.0	47.0	41.0	41.0

* The 16.0 represents the total number of positions requested beginning in January 2018. The value of these positions is 8.0 position years and as reflected within the BCP documents.